

MOTOR VEHICLE ADMINISTRATION
annual report 2013



DRIVING MARYLAND TOWARD ZERO DEATHS



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administrator's message

Fiscal year 2013 was an extraordinarily productive year for the Motor Vehicle Administration (MVA). We continued to focus on enhancing highway safety and on making it more convenient for millions of MVA customers to complete their transactions.

This year, the MVA advocated for and successfully helped pass legislation to ban the use of hand-held cell phones by drivers. Nationally, 80 percent of vehicle crashes involve some sort of driver inattention. More than 30,000 people, on average in Maryland, are injured annually because of distracted driving. Cell phone use is cited as a leading cause of distraction.

A new law was also passed that requires seat belts for all passengers; both in the front and rear seats. Seat belts reduce the risk of death by 45% and injuries by 50%, and it is estimated that 185 lives could be saved in Maryland each year if seat belts were used by everyone.

To expand the MVA's alternative services and provide greater flexibility for customers to complete their transactions at their convenience, we implemented new online driver's license and identification card renewal services. The MVA created a web based Online Vision Certification Service that allows authorized online vision certification providers to submit an individual's vision results electronically to the MVA. The electronic submission of a customer's vision information now allows all eligible customers to renew their non-commercial driver's license through the MVA's website.

The MVA also began phasing in the issuance of driver's licenses and ID cards that will be valid for up to eight years. This will pay dividends in the future as it will result in a fewer number of driver's license renewal transactions annually.

We created an online document guide to help individuals determine what they need to bring to the MVA to get a driver's license or identification card. The guide creates a personalized checklist detailing the documents the customer needs and it gives contact information for required documents they may need to obtain.

Through a joint effort with the Department of Veterans Affairs, a veteran indicator is now available on driver's licenses and identification cards. This indicator immediately identifies a Maryland veteran, so that he or she can take part in programs and benefits that are specifically designed for those who served our country.

I would like to thank the hardworking and dedicated MVA team for these numerous, impressive accomplishments. I am amazed at the progress that we have made and optimistic about the plans we have for additional improvements going forward. Our successes are truly a team effort, and I am grateful to have the support of such effective managers and employees.



A handwritten signature in black ink that reads "John Kuo". The signature is written in a cursive, flowing style.

John Kuo

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the role of maryland's MVA

The Maryland Motor Vehicle Administration (MVA) is the gateway to Maryland's transportation infrastructure.

The MVA is the backbone of the Maryland Department of Transportation (MDOT). There would be no cars or trucks on Maryland's highways without drivers being licensed and their vehicles being titled and registered; no cars or buses to transport passengers and no trucks carrying cargo going to the Port of Baltimore. No Marylander could travel by airplane without a MVA issued, Federal ID compliant driver's license. The Transit System along with many businesses relies on the MVA issued commercial driver's licenses for their professional drivers.

The MVA also funds about 39% percent of Maryland's Transportation Trust Fund. In FY13 the MVA collected \$1.5 billion which was used to build roads and provide transit options for Maryland's residents.

The MVA touches the lives of nearly every resident in Maryland.



MVA MISSION:

To provide exemplary and secure driver and vehicle services that support Maryland's safe mobility.



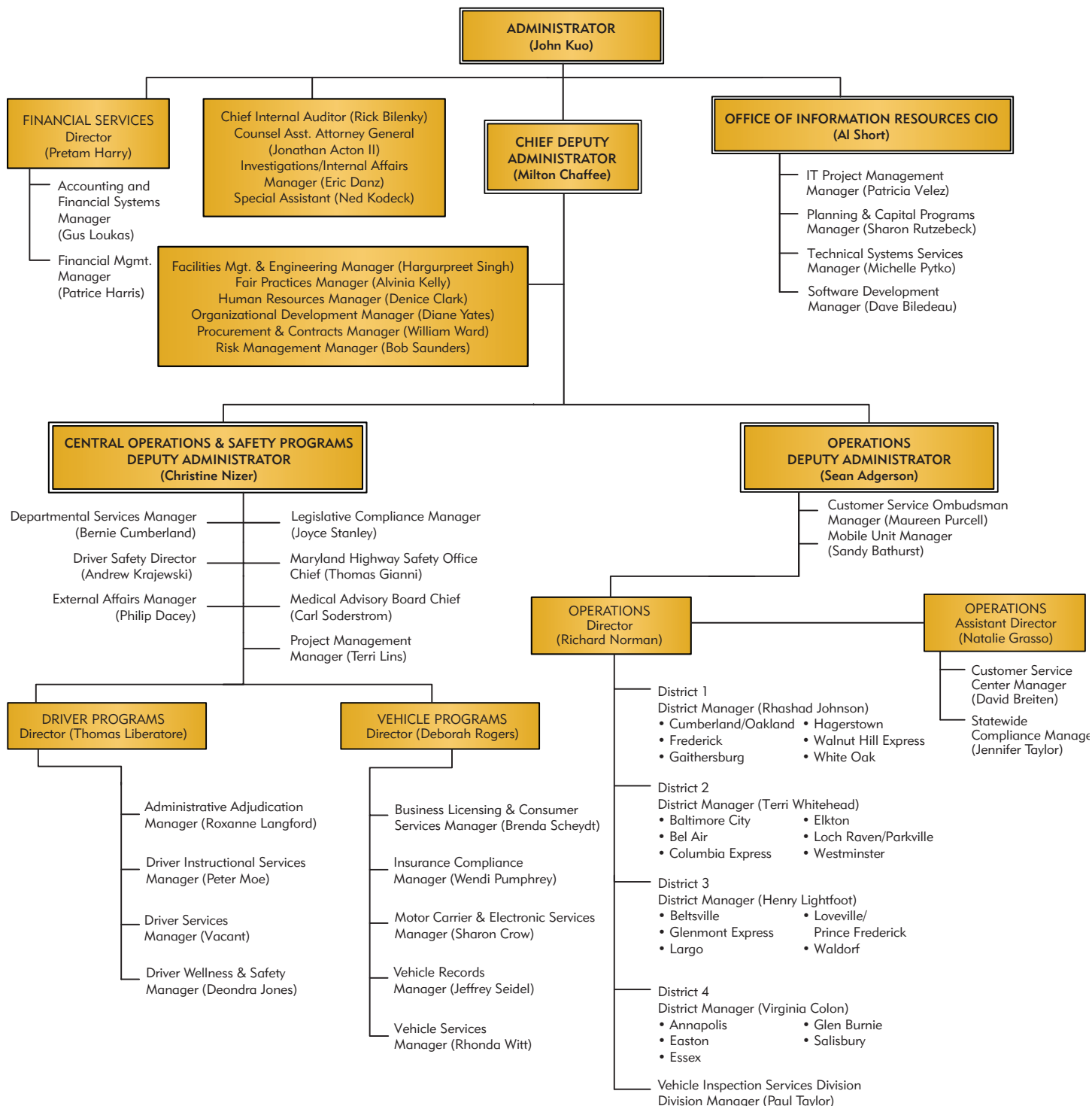
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"...I am amazed at the progress that we have made and optimistic about the plans we have going forward..."

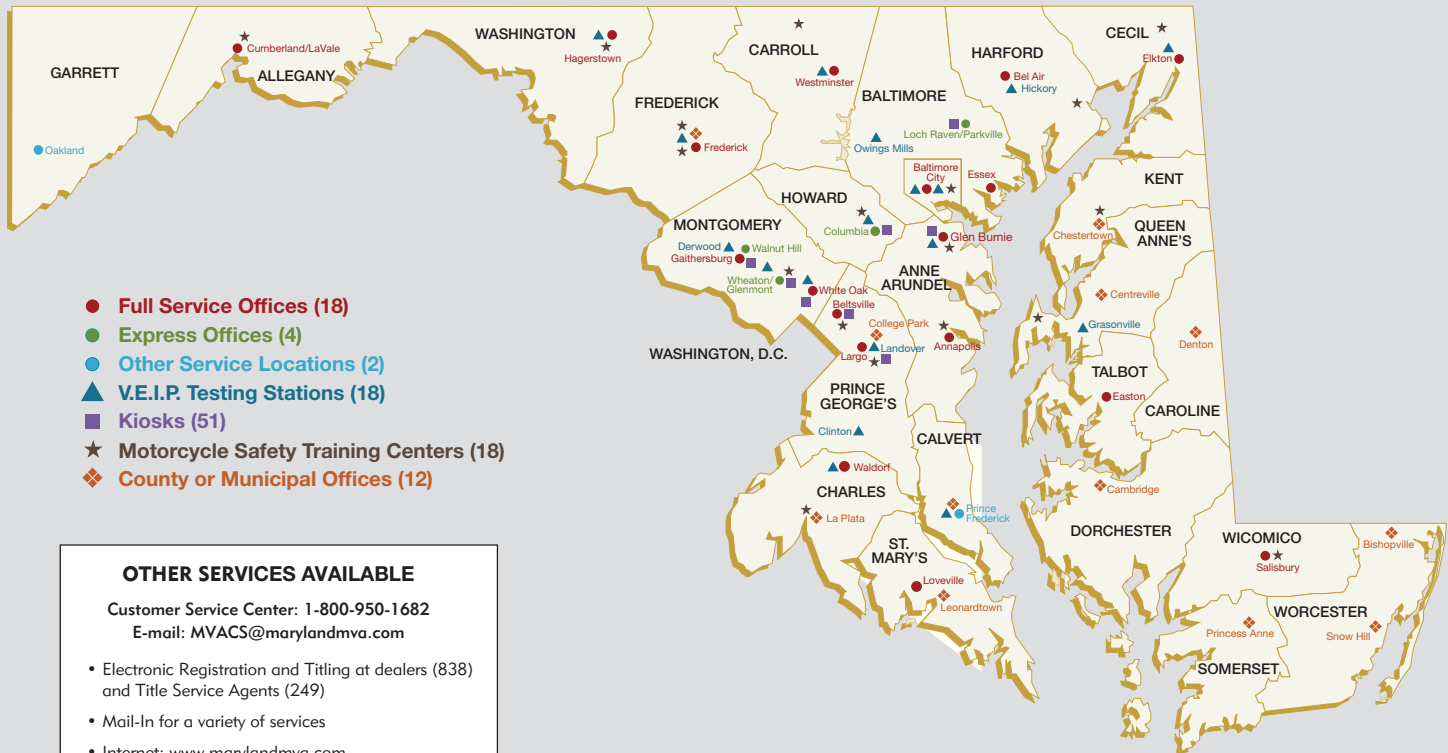
— Administrator John T. Kuo



organizational chart



service delivery map



OTHER SERVICES AVAILABLE

Customer Service Center: 1-800-950-1682
E-mail: MVACS@marylandmva.com

- Electronic Registration and Titling at dealers (838) and Title Service Agents (249)
- Mail-In for a variety of services
- Internet: www.marylandmva.com
- Interactive Voice Response: 1-800-950-1682
- TTY: 1-800-492-4575

**Do your MVA transactions online –
it's fast, easy, secure.**

The MVA touches the lives of
nearly every resident in Maryland.

safety and the MVA

The safety of everyone on Maryland's roadways is the greatest service the MVA provides. The MVA ensures that all licensed drivers know the rules of the road by testing their knowledge and skills on how to operate a vehicle safely. The MVA also insures that the vehicles on Maryland's roads meet mechanical and environmental standards. The MVA works to keep individuals who are under the influence of alcohol or drugs, or who are impaired due to health issues off of Maryland roads. In addition, the MVA sponsors a set of programs designed to educate the public regarding vehicle safety and related safety legislation.

The first step is to ensure drivers have the proper knowledge necessary to drive. This comes from the tools and services that the MVA makes available to educate potential drivers. The MVA provides new drivers with a manual explaining the rules of the road both in printed and electronic formats. The manual is also available as a mobile app for those technology savvy customers. The skills of a potential new driver are reinforced by the MVA's Maryland driver's test video and Maryland Online Driver Test Tutorial to

ensure that the potential driver has the knowledge necessary to pass the MVA's law test.

Coupled with the test of one's knowledge, new drivers also need to master the skills of driving. Most new drivers must pass a driver's education program regulated by the MVA, as well as record the hours of practice to ensure they develop the level of driving skills expected of a safe driver. The MVA's skills test, taken on both a closed course and on the road in normal traffic conditions, ensures that new drivers have developed the necessary skills to drive safely.

Riding a motorcycle requires special skills and concentration. The MVA offers rider training courses for new and experienced motorcycle riders. The courses demonstrate and teach the special skills and mental strategies necessary for responsible motorcycle operation. In Maryland, anyone under the age of 18 is required to participate in a motorcycle safety course prior to receiving a motorcycle license.

The MVA's focus on safety continues after drivers receive their licenses. If they violate the state's traffic laws, the MVA can restrict, suspend or revoke a driving privilege through the state's court system. The MVA has special driver education programs for those who violate Maryland's drunk driving laws. The MVA also manages an Ignition Interlock Program, with the most number of Ignition Interlock devices per capita on the East Coast, preventing drivers who are under the influence from operating their vehicles.

The safety of school children is also of great concern to the MVA. Responsible for the safety of all school buses in the State of Maryland, the MVA inspects each bus at least twice a year to ensure they meet an



exacting set of safety standards. In the past five years, not one equipment failure has endangered a child on a school bus in Maryland.

The MVA manages the State's highway safety education program through the Maryland Highway Safety Office (MHSO). The MHSO is dedicated to saving lives and preventing injuries by reducing the number and severity of motor vehicle crashes through a comprehensive network of traffic safety programs. The MVA provides and oversees funding to local and state agencies in support of numerous highway safety programs. These programs include:

- **Click It or Ticket** – A national seat belt enforcement campaign where law enforcement officers increase seat belt enforcement.
- **Smooth Operator** – A local/regional mobilization during identified summer weeks where law enforcement agencies ramp up enforcement campaigns targeting aggressive driving behaviors.
- **Drive Sober or Get Pulled Over** – A national impaired driving enforcement effort by local law enforcement.
- **Street Smart** – A local/regional pedestrian safety education and enforcement campaign in the Washington Metropolitan and Baltimore Metropolitan areas during the spring, summer, and autumn months.



- **CheckPoint StrikeForce** – A local and regional impaired driving enforcement campaign.
- **Other programs** – Targeting motorcycle rider education, bicyclist safety, child passenger safety, and younger/older driver education.

Each year, the MVA works with the Maryland State Legislature to pass traffic safety legislation. In fiscal year 2013, two bills, sponsored by the MVA, were passed. It is now a primary offense to use a cell phone while driving in Maryland. In addition, everyone in a vehicle, both front and rear seats, must wear a seat belt. Both laws save lives. The MVA accomplishes its mission on safety by collaborating with local and state partners to save the lives of Maryland's citizens.



accomplishments

changes in driver's license renewals

In April 2012, the MVA enhanced its systems to allow Identification (ID) card renewals on the web and via kiosks located in MVA's branch offices. In the beginning of FY13, the MVA implemented a process to allow eligible individuals under 40 years of age to renew their driver's license through the web or kiosk. Maryland law requires that drivers renew their license in person every other renewal cycle. Customers 40 and over are required to have their vision tested every time they renew their license. These customers were able to renew using mail as long as they sent a certificate from their eye doctor verifying that their vision meets the minimum standards for safe driving.

electronically to the MVA. The electronic submission of a customer's vision information now allows eligible customers to renew their non-commercial driver's license through MVA's website or self service kiosk. For walk-in customers requiring vision as part of their transaction the vision screening step in the renewal process can be eliminated if their vision results were electronically transmitted.

These enhancements further expand MVA's alternative service delivery capability. They also provide greater flexibility for MVA customers to complete their transactions at their convenience without having to visit an MVA branch office.



In FY12, the MVA began sending email notices to vehicle registration renewal customers. This program was designed to encourage the use of alternative service delivery method by allowing customers to conduct business at their convenience, at home or anywhere suitable for them. The success of the vehicle registration program motivated the Agency to expand to driver's license renewal notices. In FY13, almost 25,000 driver's license renewal notices were emailed. This resulted in almost 1,000 renewal in which the MVA was not required to physically mail a notice, and almost 500 transactions being conducted using alternative service delivery methods.

This online/kiosk program was expanded to all individuals including those 40 and over when the MVA created a web based Online Vision Certification Service that allows authorized online vision certification providers to submit an individual's vision results

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"Leave sooner, drive slower, live longer."

— Author Unknown

ACCOMPLISHMENTS

eight year driver's license implementation

In April 2012, the Legislature passed an MVA initiative that would extend the period of validity for non-commercial driver's licenses and identification cards from the current 5 years up to 8 years. With the exception of driver's license renewals, the MVA began issuing eight year driver's licenses and ID cards in October FY13. However, eight-year driver's license renewals are being gradually phased in (This approach will lessen the impact on annual revenues as well as normalize the customer and transaction volume going forward) by having the customers renew their licenses with either a 5, 6 or 8 year expiration date based on a predetermined algorithm. In subsequent years, the MVA will also begin to issue licenses with a 7 year expiration date until all license holders receive an 8 year license. This phased in process was designed to minimize the impact on revenue whereby the reduced average annual transaction with the eight year license program would yield about the same annual revenue as the old five year licensing program. It is expected that all renewals will be for eight years after fiscal year 2028. There should be very little variation in revenue and transaction volume from year to year and significant efficiency gains in MVA operations.



In FY13 the MVA issued over 250,000 8 year licenses. These included all new, corrected licenses and some license renewals. In addition, 330,000 licenses were renewed for 5 years, 188,000 for 6 years and 116,000 for 8 years.

This bill was designed to better serve our customers by significantly lowering wait and transaction times in the branch offices. Increasing the renewal period to 8 years will mean significantly fewer customer visits and shorter wait times at MVA branch offices in the future and will allow the dedication of resources to other more complex customer transactions. It would also align MVA with the federal Real ID standards that allow for up to an 8 year period of validity.



ACCOMPLISHMENTS

technology within the MVA

Information technology systems are a key component of the MVA. Without a proven and stabilized technical environment, the MVA cannot adequately or efficiently operate. All work related to ensuring that every customer receives the product/service that they require relies on information technology and systems architecture. Managing and supporting efforts related to process improvements, data management, electronic website and kiosk support, system enhancements and new system development are collaborative efforts of MVA's project management offices housed within the Office of Information Resources, Central Operations and Safety Programs (COSP) and the Office of Planning and Capital Programs (OPCP). Systems engineers, architects and programmers located in the Office of Information Resources are primary contributors to designing, developing and supporting MVA's information technology systems.

The MVA has implemented several new processes to support online driver's license renewals. OIR working collaboratively with MVA's project management teams made the changes to the DLS system and oversaw the upgrades to the eMVA system to make this possible. In addition, OIR and COSP designed and implemented a system to allow vision providers to record the results of their patient's vision tests directly with the MVA. As a result online driver's licenses are now available to everyone including customers 40 years of age and over.

Access to data is one of the most important requirements of any organization; this is especially true of the MVA. In FY13, the MVA implemented a business intelligence system as a long term solution to accessing their data. The first step was to initiate the production of weekly branch activity reports, which was a significant improvement in staff effort through automation of a formally manual compilation process. Now most data relating to MVA's branch office operation is now easily accessible through this system.

Eventually all of the MVA's data will be accessible through the business intelligence system.

Ensuring that customers are adequately prepared with proper documentation when they visit the MVA is a primary goal to improve customer service. The development of the Online Document Guide to provide a central location where customers can view which documents are needed before they enter a branch office is a key strategy to help meet this customer service goal. In addition, with the passage of the Maryland Highway Safety Act in April 2013, the Online Document Guide will be the focal point for undocumented residents to determine which documents are required. The Online Document Guide can be accessed via MVA's website and its use is required for undocumented residents to schedule a driver's license appointment with the MVA.

The use of mobile devices has grown exponentially over the last several years especially with the MVA's younger customers. In FY13 several mobile apps were developed specifically for these wireless customers. These include the MVA's mobile website, a branch wait time app and a Mobile Aware Website which is mva.maryland.gov.

Safety awareness is an important function of the MVA. To assist in publicizing the MVA's safety related activities, a new website was developed (linked to the MVA website) which highlights the activities of the MVA's Maryland Highway Safety Office and relays safety related information.

This represents only a few of MVA's technological successes in FY13. Most measures passed by Maryland's Legislature that affect the MVA require enhancements to MVA's systems for their implementation, generally with a very tight deadline. The MVA is constantly updating the driver's license and vehicle service's processes making them more dependable and more productive.

ACCOMPLISHMENTS

maryland highway safety office

At the beginning of FY13, the MHSO launched a Toward Zero Deaths (TZD) website in support of its statewide Towards Zero Deaths campaign. The website provides information on some of Maryland's most dramatic highway safety problems including three vignettes that cover impaired driving, seat belt use, and speeding. Additional media components, including logos and sample media releases relating to TZD have been distributed to partners for dissemination and the campaign receives constant attention as the main theme of the Maryland Strategic Highway Safety Plan (SHSP). The Toward Zero Death campaign is a statewide effort to dramatically reduce



highway deaths in Maryland until they reach zero. MHSO is the sponsor in Maryland for the Click It or Ticket campaign. This is a national seat belt enforcement campaign to encourage seat belt use. In early FY13, seat belt observation surveys were completed for the entire State of Maryland. The state

achieved a seat belt usage rate of 91.2%, which represents around a 3% drop from last year. However, the number of survey sites increased from 78 to 140, and the number of counties/jurisdictions involved increased from 11 to 14. The inclusion of a greater sample contributed to the reported decline in the seat belt use rate. Increasing the use of seat belts among all passengers is a major concern and will be addressed in FY14.

During the FY13 Legislative Session, Maryland passed a law making it a primary violation if front seat occupants are not belted and a secondary violation for the lack of seat belt usage in the rear seat. This law means that police officers are able to ticket drivers and front seat passengers for not wearing a seat belt even if no other violation is observed. In addition, rear seat passengers can be ticketed when the driver has already committed a primary offense such as front seat passengers failing to use their seat belts. The MVA also sponsored a law now making it a primary offense for drivers of moving vehicles to use hand-held devices.

In the Fall of FY13, Maryland kicked off Project Saving Our Loved Ones (SOLO). This is a statewide initiative to combat impaired driving and underage drinking. This effort deployed mass patrols on area roads that are known to have higher instances of impaired driving arrests and alcohol-related crashes. These high risk zones were identified through impaired driving crash and arrest data. Project SOLO patrols were more frequent before and during holidays when there is a greater risk of impaired driving.



In addition, MHSO worked closely with the Maryland State Police to develop, design, staff and fund a fully dedicated team of troopers whose sole responsibility is to go from county to county in the Central Maryland region enforcing impaired driving laws. This specialized enforcement team earned the moniker SPIDRE (State Police Impaired Driving Effort) and was officially



launched just before the 4th of July holiday. This team, fully funded by federal highway safety grants through the MHSO, worked with county and municipal agencies to dramatically increase DUI enforcement in areas specifically identified by a crash analysis conducted by Washington College. Media messaging was created to help augment the presence of the SPIDRE team as well as local DUI prevention efforts.

Throughout FY13, the MHSO participated in a multitude of other media, education and enforcement campaigns designed to reduce vehicle deaths and injuries.

financial reports

revenues

Revenues increased more than 5% in FY13 reaching almost 1.5 billion. This is the largest amount the MVA has collected throughout its history.

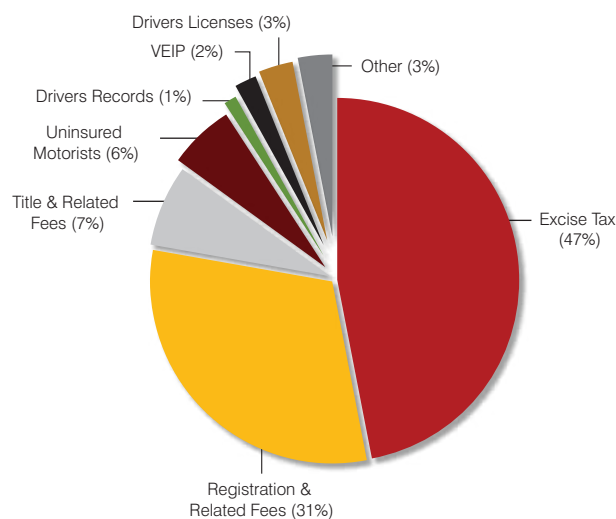
The increase in revenue was driven by a significant increase in vehicle sales. This resulted in a more than \$50 million or 8% increase in excise tax revenues. Also, as a result of implementing the 8 year driver's license program for the first year, driver's license revenues increased over 25% (\$9.4 million) to \$47 million.

The graph to the right displays the major components of MVA revenues for FY13. The pie chart demonstrates the comparison by type of FY13 revenues.

Net Gross Revenues

Revenue Source	FY12 Revenue	FY13 Revenue
Excise Tax	\$633,751,440	\$685,992,645
Registration & Related Fees	\$455,321,858	\$460,244,797
Title & Related Fees	\$99,262,940	\$103,084,625
Uninsured Motorists	\$83,252,277	\$85,308,319
Drivers Records	\$20,596,744	\$19,860,772
VEIP	\$31,900,582	\$31,649,077
Drivers Licenses	\$37,713,329	\$47,157,471
Other	\$34,351,814	\$37,010,468
Total	\$1,396,150,984	\$1,470,308,173

Net Gross Revenue – \$1.5 Billion



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"Stay Alive – Think and Drive."
– Author Unknown

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expenditures

In FY13, the MVA was almost 10% under budget. This is a result of careful spending and diligence with respect to managing expenses. Expenditures increased over last year to \$183 million against a budget of over \$200 million.

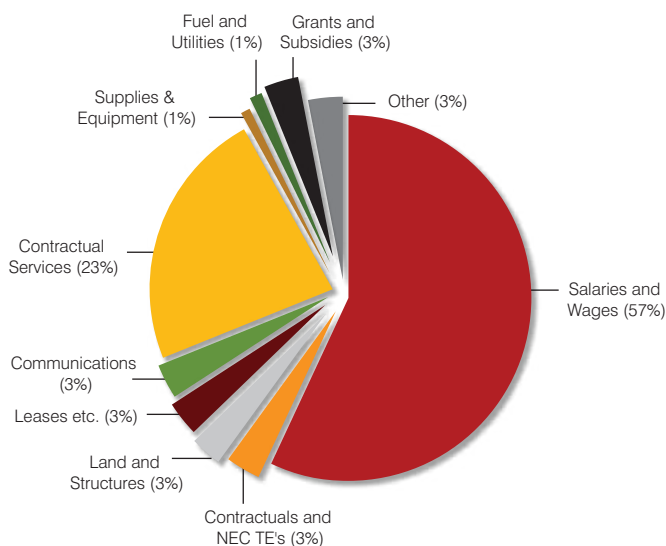
This represents a 5% increase. The main reason for this increase was the inclusion of the MHSO in the MVA's budget. In FY13, MHSO provided local Maryland communities almost \$5 million to assist them in improving highway safety. This was not a component in the MVA's FY12 budget.

The largest component was for salaries and wages at \$104 million which was a 3% increase from last year. The next largest was for contracted services, this increased 4% to \$43 million.

Internal Expenditures

Category	FY12 Expenditure	FY13 Expenditure
Salaries and Wages	\$100,224,157	\$103,661,096
Contractuals and NEC TE's	\$4,242,799	\$4,723,474
Land and Structures	\$9,797,216	\$5,685,772
Leases etc.	\$6,290,729	\$6,545,036
Communications	\$6,005,108	\$5,607,380
Contractual Services	\$41,184,019	\$42,951,125
Supplies & Equipment	\$1,135,141	\$1,166,191
Fuel and Utilities	\$2,143,619	\$2,123,972
Grants and Subsidies	\$904	\$4,888,281
Other	\$2,819,234	\$5,730,249
Total	\$173,842,926	\$183,082,576
Budget	\$180,990,533	\$201,969,705
% of Budget	96.1%	90.6%

Expenditures – \$183.1 Million



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external disbursements

In addition to providing the funding for the MVA's operation and contributing more than 30% of the Transportation Trust Fund, some of the MVA's revenue's go to fund private organizations. Most of the revenues go toward organizations that benefit the citizens of Maryland directly, such as the Emergency Medical System, Trauma Physician Services, the Chesapeake Bay Foundation, the Maryland Agriculture Commemorative and the Organ Donor Foundation. The remaining revenue go towards MAIF, the General Fund, refunds, and interstate trucking, (the international registration program, IRP).

The diagrams to the right show the detailed distribution of the External Disbursement funds.

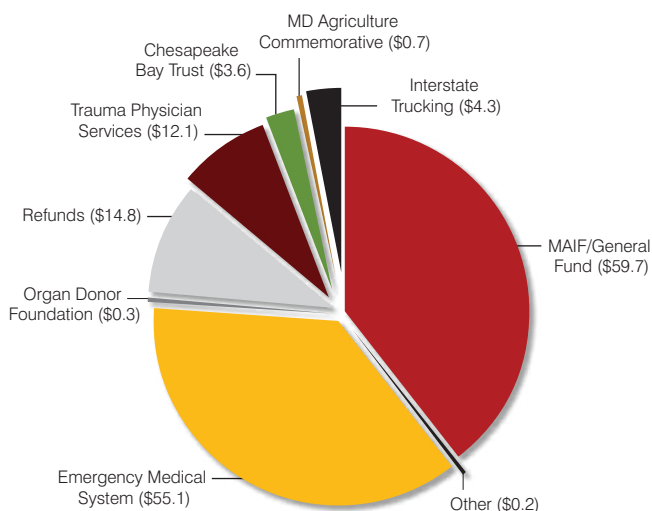


Disbursement of Funds - External

Fund	FY12 Amount	FY13 Amount
MAIF/General Fund	\$58,265,304	\$59,726,746
Emergency Medical System	\$53,943,939	\$55,106,144
Refunds	\$16,094,461	\$14,833,384
Trauma Physician Services	\$12,263,934	\$12,147,137
Interstate Trucking	\$3,735,282	\$4,318,156
Chesapeake Bay Trust	\$3,672,272	\$3,635,204
MD Agriculture Commemorative	\$762,550	\$705,050
Organ Donor Foundation	\$206,690	\$309,784
Other	\$474,092	\$164,098
Total	\$149,418,524	\$150,945,703

External Disbursement of Funds – \$151 Million

Remainder to the Transportation Trust Fund – \$1.3 Billion



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cost of service

MVA analyzed the cost required to operate and maintain the agency throughout the entire fiscal year. Resources used to provide agency services were evaluated by category and distributed among quantity of transactions to develop an average cost for performing each transaction. The categories of core services were defined as Driver Licensing, Vehicle Services (Titling & Registration), Vehicle Emissions Inspections Program (VEIP), Insurance Compliance and Motorcycle Safety.

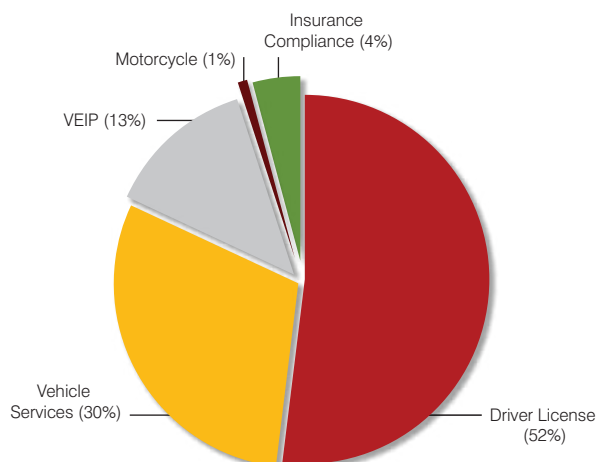
The MVA average cost to perform a service transaction during FY13 was \$13.32. Overall, the cost to provide services and process (core) transactions was very similar to FY12.

Depending on the service provided, the cost to perform a transaction may have been greater or less than the

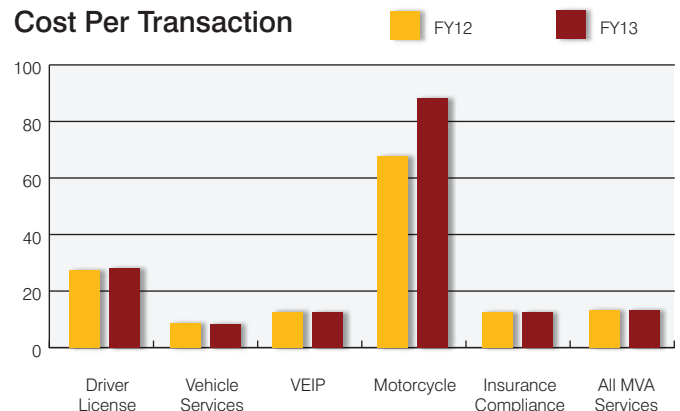
MVA average. Since most driver license transactions—except a portion of eligible driver license renewals and non-certified copies of driving records—required a customer visit to an MVA branch office, the cost per transaction was much higher at \$28 each. Vehicle titling and registration transactions, by comparison, cost about \$8 each. The majority of titling and registration transactions were conducted either electronically or by mail, and cost less for the MVA to complete, although more of these transactions were conducted due to a relatively short registration renewal period of two years. The cost for motorcycle safety instruction was much greater per unit, due mainly to a relatively low number of transactions. The cost to perform a vehicle emissions test or an insurance compliance transaction was close to the agency average of \$13.

Service Category	FY12			FY13		
	Number of Transactions	Total Cost	Cost per Transaction	Number of Transactions	Total Cost	Cost per Transaction
Driver License	2,962,368	81,127,627	27.39	3,038,473	85,332,768	28.08
Vehicle Services	5,909,808	51,393,154	8.70	5,845,028	49,106,216	8.40
VEIP	1,725,643	21,934,369	12.71	1,698,526	21,412,966	12.61
Motorcycle	9,213	622,527	67.57	8,241	726,481	88.15
Insurance Compliance	499,121	6,251,738	12.53	496,452	6,182,438	12.45
All MVA Services	12,138,905	\$161,329,415	\$13.29	12,216,731	\$162,760,869	\$13.32

MVA Cost of Services - FY13



Cost Per Transaction



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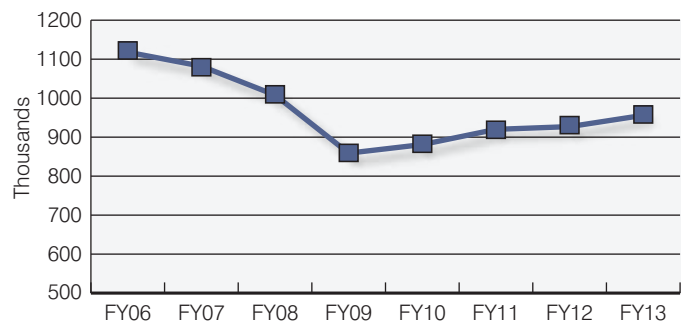
vehicle sales

In FY13, vehicle sales in Maryland increased almost 94,000 or 11% since hitting a low point during the economic downturn in FY09. Sales are now approaching 1 million. This represents a 3% increase over the previous year.

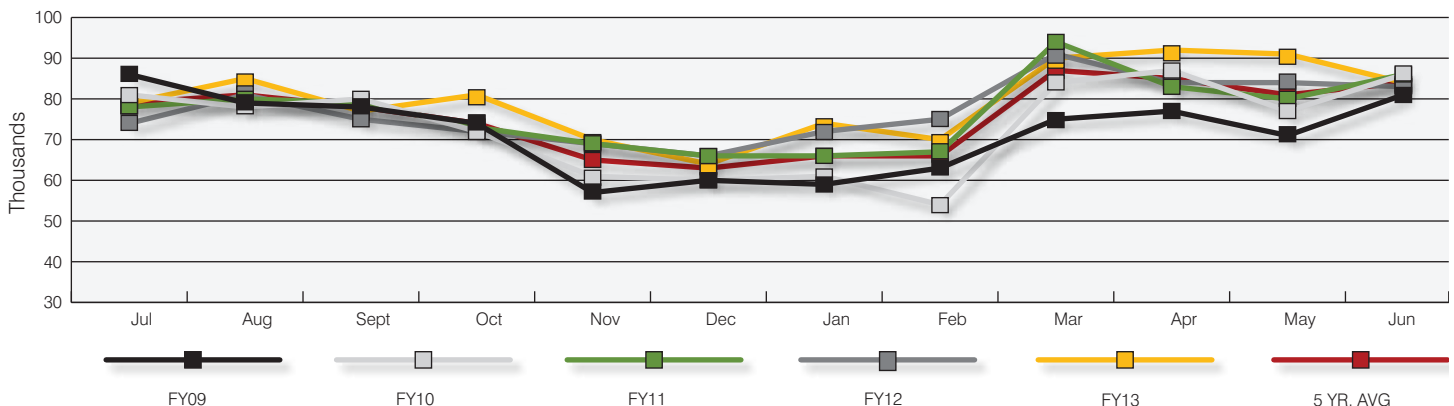
FY13 vehicles sales are also 7% higher than the average number of sales for the past 5 years.

Vehicles sales in Maryland continue to be seasonal with sales peaking in the spring and summer and decreasing during the fall. Sales are at the lowest in the winter months.

Total Vehicle Sales



Monthly Vehicle Sales



Total Vehicle Sales

	FY08	FY09	FY10	FY11	FY12	FY13	5 YR. AVG
JULY	94,250	86,243	80,529	78,070	73,697	78,739	79,456
AUG	98,596	79,121	77,683	80,517	80,930	84,844	80,619
SEP	82,789	77,957	80,353	78,891	75,334	77,237	77,954
OCT	92,313	73,943	71,500	72,914	72,493	80,760	74,322
NOV	77,753	56,645	61,485	68,826	69,217	69,669	65,168
DEC	69,581	59,831	60,464	65,585	66,386	64,220	63,297
JAN	76,929	59,217	61,007	65,531	71,590	73,929	66,255
FEB	73,756	63,087	53,741	67,327	74,999	69,523	65,735
MAR	83,096	74,792	84,430	93,524	90,706	90,346	86,760
APR	89,237	76,536	87,073	83,166	84,380	92,172	84,665
MAY	84,424	70,930	76,931	79,599	84,486	91,217	80,633
JUN	85,912	81,241	86,042	86,187	82,810	84,219	84,100
Total	1,008,636	859,543	881,238	920,137	927,028	956,875	898,661
Percent Change		-14.8%	2.5%	4.4%	0.7%	3.2%	

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capital projects

Over the past six years MVA invested \$94 million enhancing information technology (IT) systems and preserving a network of customer service facilities and other offices. More than one half of the total investment, or \$55 million, was used to replace IT equipment and enhance information technology systems to effectively provide motor vehicle services to Maryland residents. The remaining investment of \$38 million was used for the renovation, preservation and, in some cases, the relocation of facilities.

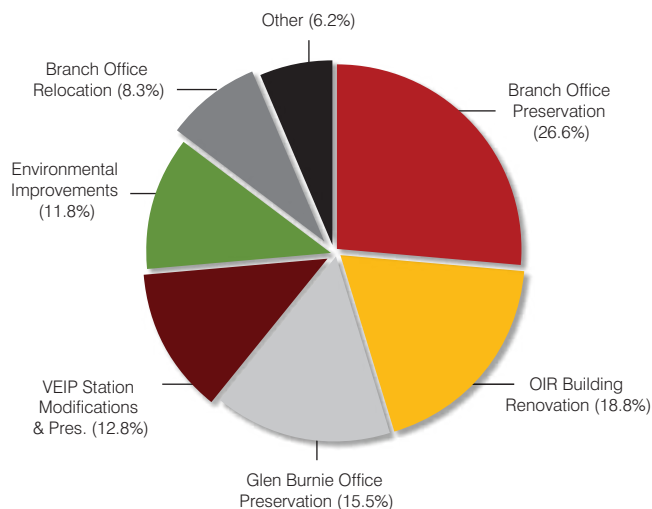
One quarter of the IT investment went to replace obsolete computer equipment, with substantial additional amounts for alternative service delivery systems—including self-serve kiosks and internet applications—and driver licensing systems, Real ID Act compliance and security systems.

A series of major IT projects produced an enhanced Customer Traffic Management System (CTM2) at branch offices, a Central Scheduling system for customer appointments and an agency Accounts Receivable system. Other improvements were made for processing of documents and workflow efficiency.

Aging MVA facilities required investments in order to continue to provide safe, secure and efficient service. One quarter of facility investment during the six year time period was for the preservation of branch offices including roofing, building systems, and site work. Completion of the renovation of the Office of Information Resources and preservation of the Headquarters/customer service branch at Glen Burnie during the same time period accounted for about one third of facility investment. Additionally, alterations were required at Vehicle Emission Inspection Program (VEIP) stations to conform with current testing methods, and at facilities and sites statewide for purposes of environmental mitigation. In some cases the MVA relocated branch operations to a different facility in order to meet business objectives, as was the case with Baltimore City and Walnut Hill.



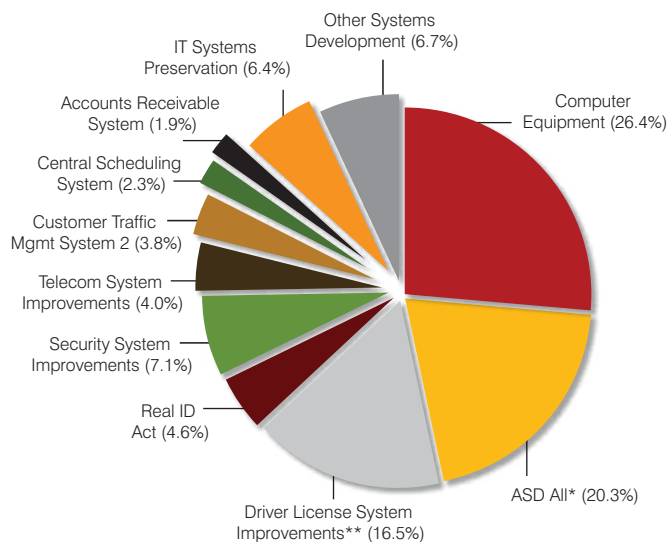
Facility Investments



Facility Capital Projects FY08 - FY13

Facility Project	Percent	Dollars
Branch Office Preservation	26.6%	\$10,161,749
OIR Building Renovation	18.8%	\$7,158,565
Glen Burnie Office Preservation	15.5%	\$5,902,019
VEIP Station Modifications & Pres.	12.8%	\$4,879,336
Environmental Improvements	11.8%	\$4,516,565
Branch Office Relocation	8.3%	\$3,167,977
Other	6.2%	\$2,372,910
	100.0%	\$38,159,121

Information Technology Investments



* Includes Kiosk & Internet Services

** Includes DLS/POS Migration and CDL Skills Test Elec. System

Information Technology Projects FY08 - FY13

Info Tech Project	Percent	Dollars
Computer Equipment	26.4%	\$14,615,355
Alternative Service Delivery Systems*	20.3%	\$11,262,718
Driver License System Improvements**	16.5%	\$9,126,377
Real ID Act	4.6%	\$2,554,225
Security System Improvements	7.1%	\$3,916,637
Telecom System Improvements	4.0%	\$2,234,110
Customer Traffic Mgmt System 2	3.8%	\$2,116,323
Central Scheduling System	2.3%	\$1,266,474
Accounts Receivable System	1.9%	\$1,036,073
IT Systems Preservation	6.4%	\$3,534,552
Other Systems Development	6.7%	\$3,721,174
	100.0%	\$55,384,018

serving customers

alternative service delivery

Over the past several years, the MVA has used Alternative Service Delivery (ASD) methods to become more productive and to reduce customer wait times. ASD includes any method in which a customer does not need to enter an MVA branch office to obtain their products. Up to now, the MVA has focused mainly on converting vehicle service customers to ASD usage since vehicle transactions are less complicated than driver's license transactions. In FY13, over 5 million (66%) of vehicle service customers took advantage of ASD and completed their MVA transaction without the need to enter an MVA branch office.

In FY13, the focus began to shift to make more driver's services transactions available through ASD. The first step was to allow ID card and driver's license renewals to be completed over the Internet. Initially, the driver's license renewal was unavailable to customers 40 years of age and older because they required a vision test that was normally done in a branch office. However,

later in FY13 the MVA implemented an online registry for vision providers which allows providers to record the result of their customer's vision test directly with the MVA. Now customers 40 and over who have a vision test recorded can renew their license online without having to visit a branch office.

Overall, ASD usage only made moderate gains in FY13, however it is anticipated that usage will increase over time as customers become knowledgeable of the benefits to ASD usage.

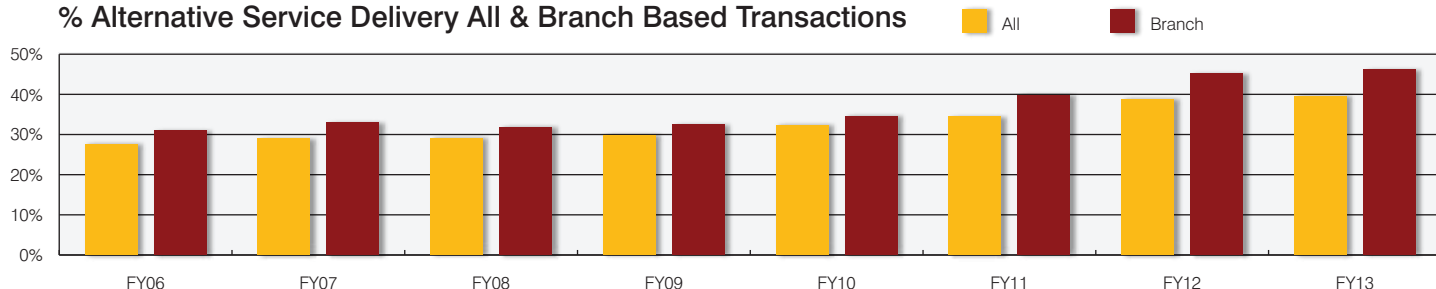
Percent Alternative Service Delivery

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
All	27.5%	28.9%	29.0%	29.8%	32.3%	34.4%	38.7%	39.5%
Branch	30.9%	32.9%	31.7%	32.4%	34.6%	39.7%	45.1%	46.1%

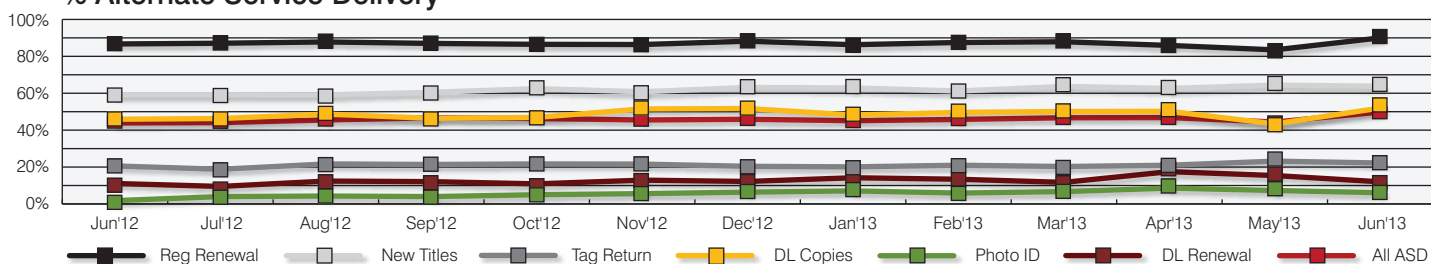
All - Based on all MVA transactions.

Branch - based on those transactions that could be done in a branch.

% Alternative Service Delivery All & Branch Based Transactions



% Alternate Service Delivery



"Safety is not a gadget
but a state of mind."

— Eleanor Everet



SERVING CUSTOMERS

transactions – delivery type

In FY13 transactions increased from 12.0 million to 12.2 million. The largest contributor to this increase was growth in internet transactions from 1.4 million to 1.6 million. The increase more than offsets the decreases in both walk-in and mail-in transactions. This demonstrates the MVA strategy of moving customers to internet usage is working.

Internet transactions increased due to the implementation of new internet services such as ID card and driver's license renewals for all eligible customers. Another contributor to this growth was the implementation of email renewal notices. The vast majority of registration renewal customers who were emailed their renewal notice used the Internet to do it.

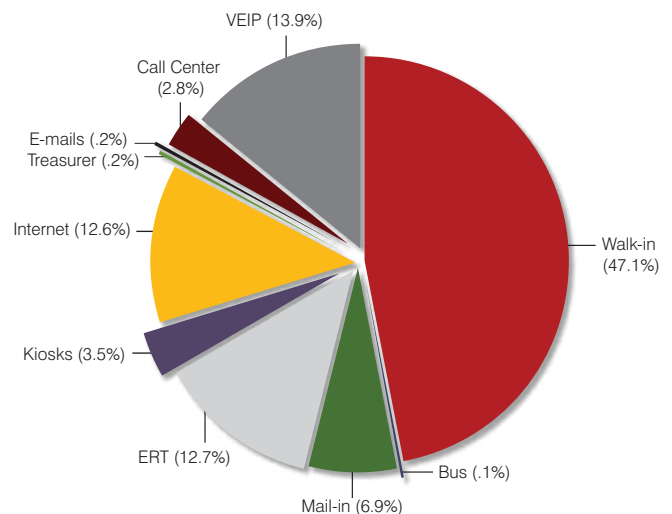
The MVA also experienced an increase in the use of Electronic Registering and Titling (ERT) services from 1.4 million to 1.6 million. This was due to even greater acceptance of this delivery method by vehicle dealerships and the overall increase in vehicle sales in FY13.

The chart and graph to the right summarizes the usage of the various delivery methods available to MVA's customers.

Number of Transactions by Delivery Type

Delivery Type	FY12	FY13
Walk-in	5,762,190	5,748,043
Bus	12,311	12,481
Mail-in	956,101	846,617
ERT	1,418,370	1,551,539
Kiosks	374,272	426,944
Internet	1,387,018	1,534,693
E-mails	29,832	24,898
Treasurer	25,232	25,787
Call Center	304,124	347,203
VEIP	1,725,643	1,698,526
Total	11,995,093	12,216,731

Transactions by Type of Delivery



SERVING CUSTOMERS

transactions – service type

In FY13, the number of transactions increased by 2% from 12.0 million in FY12 to 12.2 million in FY13. This increase was driven primarily by driver's license transactions across the board. In the middle of FY12, driver's license transactions reached a low point in its 5-year cycle. Since then, the number of driver's license transactions have been increasing.

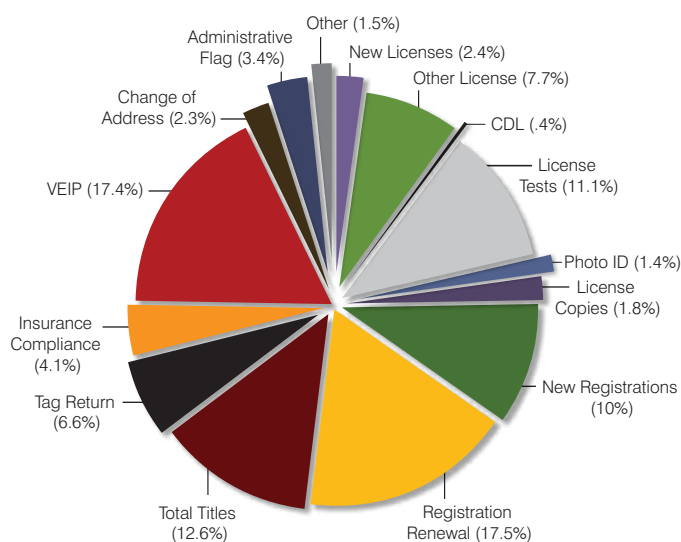
The number of vehicle services transactions in FY13 remain relatively unchanged from FY12.

In FY13, the MVA developed an improved method of reporting driver's license transactions. It was determined that the number of new driver's license transactions had previously been over reported. Because of this, driver's license transactions previously reported for the last three years have been recalculated. The values reported in the attached chart represent recalculated numbers.

Number of Transactions by Service Type

Service Type	FY12	FY13
New License	278,607	295,276
License Tests	1,253,058	1,359,503
Renewal	661,929	764,235
Corrections and Duplicates	173,779	170,657
CDL	52,954	47,863
Photo ID	169,189	176,814
Certified Copies	224,371	224,125
Registration	1,202,980	1,215,625
Registration Renewal	2,188,071	2,132,754
Titles - New	997,377	1,025,972
Titles - Other	509,338	511,701
Tag Return	858,763	803,129
Insurance Compliance	499,121	496,452
Business Licenses	16,293	14,913
VEIP Tests	1,725,643	1,698,526
VEIP Extensions	308,938	321,670
VEIP Exemptions and Waivers	86,764	100,041
CSC - Service Transactions	8,538	8,498
Change of Address	260,732	276,676
Administrative Parking Flag Removal	365,369	416,454
County Stickers	475	233
Disability Placards	152,804	155,614
TOTAL	11,995,093	12,216,731

Transactions by Service Type



SERVING CUSTOMERS

wait and visit time

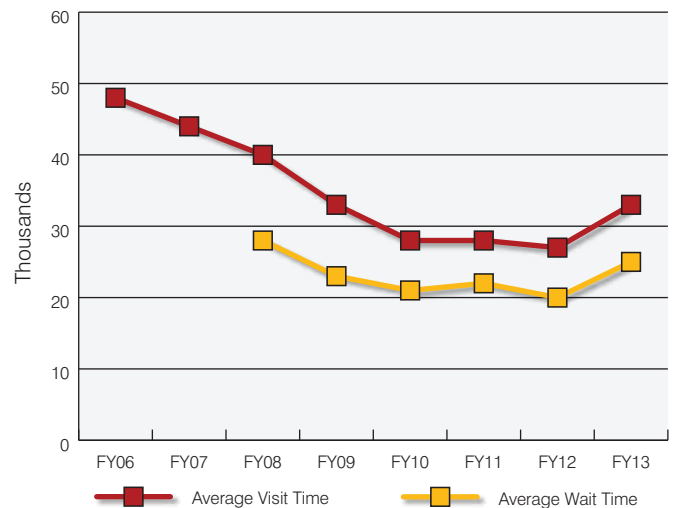
Wait times steadily decreased from FY06 to FY11. This was due mostly to efficiencies gained through the implementation of CTM2 and the increased use of alternative service delivery. In addition, the economic downturn that began in FY09 played a significant role. From FY11 - FY12 wait time continued to decrease for various reasons, such as the MVA was at the low end of the 5-year driver's license transaction cycle; the increase in ASD which removed customers from branch offices (mandated registration renewal through alternative methods and increased ERT participants); and increased focus on wait time by management and technology improvements.

The volume of walk-in vehicle services transactions have significantly dropped due to increased ASD programs. As such resources were shifted from vehicle services to driver services, allowing customers to complete driver's services transactions quicker.

From FY12 - FY13 wait times began to increase again. This was caused by an increase in driver's license transactions caused by the movement towards the high point in the driver's license (DL) cycle. The percent of driver's license transactions has gone from less than 50% in FY06 to almost 60% in FY13. This is the highest percentage of driver's license transactions the MVA has had. The complexity of driver's license transactions has increased service time by 25-30% (7.5 minutes to 9.5 minutes).



Average Wait and Visit Times



Average Wait and Visit Times (Minutes)

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Average Visit Time	48	44	40	33	28	28	27	33
Average Wait Time			28	23	21	22	20	25
Customers Served					4.4M	4.2M	4.1M	4.1M

SERVING CUSTOMERS

customer satisfaction survey

Customer satisfaction is important to the MVA. For one month in every quarter, five days are selected at random in which all customers in every branch are given an opportunity to participate in the MVA's customer satisfaction survey. Survey cards are handed out to every customer and they are asked to fill them out and rate their experience. The cards are placed in a locked box and re-collected by non-branch personnel to be evaluated.

The goal is to maintain a statewide average of 90% or better. In FY13, MVA maintained this customer satisfaction score of 90%. The MVA has also continued to focus on maximizing the number of responses. In FY13, survey responses increased from 70,000 in FY12 to 76,000 in FY13.

Below is a chart summarizing the survey results by branch for FY13.

Customer Service Survey - FY13

	Survey Responses	Response Rate	Average Visit Time	Visit Time Satisfaction	Single Visit	Satisfaction With Employee	Customer Satisfaction
Full Service Offices							
Annapolis	3,791	22.3%	49	80.8%	93.2%	98.2%	94.1%
Baltimore City	3,278	13.9%	70	68.9%	88.1%	92.3%	81.7%
Bel Air	2,825	22.4%	47	72.9%	88.2%	93.5%	85.2%
Beltsville	3,113	14.4%	69	65.7%	86.0%	88.1%	80.0%
Cumberland	2,372	49.2%	17	96.2%	95.2%	98.9%	97.5%
Easton	2,831	37.4%	45	80.5%	93.8%	96.2%	90.9%
Elkton	1,867	25.6%	31	85.7%	95.7%	96.6%	93.9%
Essex	3,513	23.0%	60	74.1%	90.0%	97.7%	89.3%
Frederick	2,689	18.2%	36	85.8%	95.6%	99.0%	97.9%
Gaithersburg	5,442	24.2%	71	66.2%	88.6%	97.3%	86.9%
Glen Burnie	5,368	15.3%	40	89.8%	93.0%	97.7%	95.5%
Hagerstown	3,271	35.5%	27	94.0%	93.6%	99.6%	97.7%
Largo	4,006	15.7%	70	71.2%	90.4%	93.4%	84.6%
Loveville	824	12.0%	37	83.6%	95.8%	94.0%	89.2%
Mobile Bus	635		14	99.1%	99.8%	100.0%	100.0%
Salisbury	2,366	20.9%	25	93.6%	92.3%	96.7%	95.8%
Waldorf	4,385	26.3%	40	85.0%	91.8%	96.5%	93.2%
Westminster	3,802	35.1%	42	82.0%	92.7%	96.5%	91.4%
White Oak	4,342	23.5%	77	57.5%	79.7%	88.5%	78.1%
Weighted Average		21.4%	53	77.4%	90.5%	95.2%	89.1%
Total	60,720						
Express Offices							
Columbia	3,050	39.7%	39	81.0%	97.2%	97.4%	92.9%
Glenmont	3,443	50.6%	19	95.6%	98.0%	99.5%	98.4%
Parkville	5,431	62.3%	24	90.8%	96.7%	97.5%	96.4%
Walnut Hill	3,026	40.9%	21	92.0%	97.9%	99.2%	97.8%
Weighted Average		48.9%	26	89.7%	97.4%	98.3%	96.3%
Total	14,950						
Satellite Offices							
Oakland	455	56.1%	18	95.2%	95.7%	98.2%	99.4%
Prince Fredrick	133	17.0%	24	92.2%	81.7%	96.3%	94.6%
Weighted Average		56.1%	18	95.2%	95.7%	98.2%	99.4%
Total	588						
Statewide							
Weighted Average		24.1%	50	78.7%	91.1%	95.5%	89.8%
Total	76,258						

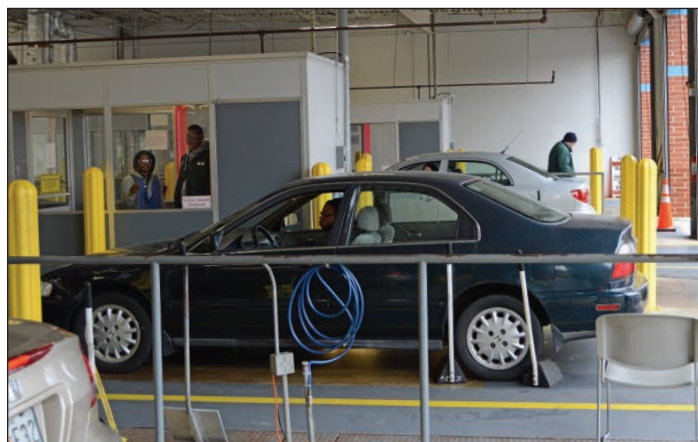
SERVING CUSTOMERS

vehicle emissions inspection program (VEIP)

The MVA plays an important role in Maryland's ongoing efforts to preserve Maryland's air and water resources; thus, creating a healthier Maryland. Although there are many sources of pollutants which form ground-level ozone, automobiles and light trucks remain the major source here in Maryland.

By making certain Maryland's cars and trucks are properly maintained in accordance with manufacturer recommendations (the whole purpose of the VEIP inspection), vehicle owners can be assured that we are doing our part, along with industry and government, to keep Maryland a clean and healthful place to live.

VEIP business remained relatively flat in FY13 at almost 1.7 million emission tests. Revenues dropped slightly but by less than 1% from \$31.9 to \$31.6 million. VEIP exceeded its 15 minute wait time goal by almost 10 minutes. On average customers only had to wait 5.4



minutes to get their vehicles inspected. In fact, 56% of the customers waited 5 minutes or less. The MVA is proud to have been able to keep its fee at \$14 which is one of the lowest in the nation, while meeting or exceeding the state's clean air standards.

Vehicle Emissions Inspection Program

	FY10	FY11	FY12	FY13
Vehicle Tests				
Paid	1,097,777	1,601,018	1,618,522	1,601,809
Gratis	73,442	95,821	107,121	96,717
Total	1,171,219	1,696,839	1,725,643	1,698,526
Vehicle Test Fees				
Inspection	\$15,368,878	\$22,414,252	\$22,659,308	\$22,425,802
Late	\$6,354,090	\$9,600,225	\$9,238,950	\$9,223,275
Total	\$21,722,968	\$32,014,477	\$31,898,258	\$31,649,077

SERVING CUSTOMERS

customer service center (CSC)

The overall number of calls handled by the CSC dropped slightly from 1,306,323 in FY12 to 1,314,289 in FY13. Calls to the general information line increased from 1,103,846 to 1,041,902. However, the overall drop was due to a decrease in the number of VEIP calls. Calls to the VEIP Call Center for VEIP related issues were down by 52,165 for the year. This was due to better call handling and better tracking of certified statements and faxes. The increased focus and tracking resulted in fewer call backs. The additional available hours were spent handling 60,000 more CSC calls than FY12.



MVA statistics

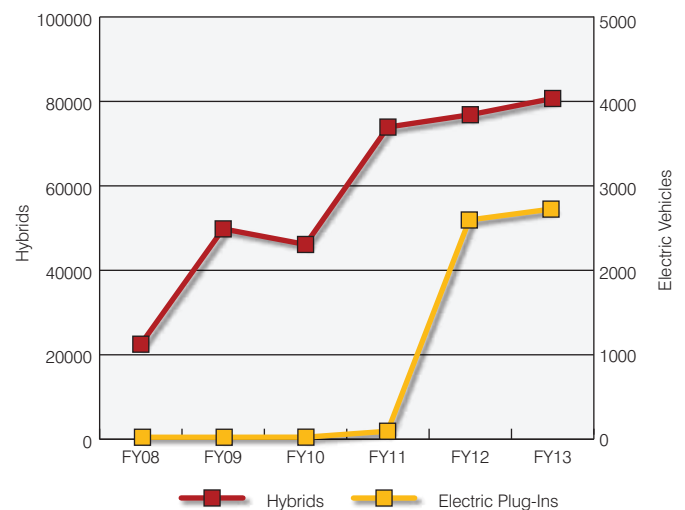
hybrid and electric vehicles

Maryland actively supports the adoption of hybrid and plug-in electric vehicles (PEV) in an effort to increase energy security and reduce greenhouse gas emissions. The U.S. Energy Information Administration estimates that approximately two-thirds of all the oil consumed in the U.S. is used for transportation. PEVs are powered by electricity produced primarily by domestic sources such as coal, natural gas, nuclear and renewable sources. Vehicles requiring less gasoline also reduce greenhouse gas emissions when compared to conventional vehicles.

Maryland offers an excise tax credit for residents that purchase PEVs. Federal incentives are also helping boost hybrid and PEV use.

Since FY08 the number of hybrid vehicles registered in Maryland has grown by 340% from 22,500 to almost 100,000 and has grown by 30% from FY12. The number of plug-in electric vehicles has grown from 72 in FY11 to almost 3,000 in FY13.

The Growth of Hybrids and Electric Vehicles in Maryland



The Growth of Hybrids and Electric Vehicles in Maryland

	FY08	FY09	FY10	FY11	FY12	FY13
Hybrids	22,506	49,816	46,125	73,923	76,851	80,694
Electric Plug-Ins	0	0	1	72	2,597	2,727
Total	22,506	49,816	46,126	73,995	79,448	83,420

MOTOR VEHICLE ADMINISTRATION
annual report 2013



"Accidents, and particularly street and highway accidents, do not happen – they are caused."
– Ernest Greenwood

MVA STATISTICS

registered vehicles

Up until FY10 the number of registered vehicles in Maryland was growing at a rapid pace. However, since FY10 the number has continued to increase but at a much slower rate. In fact, there was no growth from FY12 to FY13.

Below is a listing of the number of registered vehicles by county by year.

Vehicle Registration by County

COUNTIES	1960	1970	1980	1990	2000	2010	2011	2012	2013
ALLEGANY	33,238	42,464	58,135	59,175	61,604	62,813	62,512	62,574	61,390
ANNE ARUNDEL	69,204	147,414	280,434	372,187	443,587	513,278	533,106	537,670	538,501
BALTIMORE	190,231	324,277	503,077	591,708	597,466	660,553	663,514	669,052	669,201
BALTIMORE CITY	282,219	318,140	348,379	293,390	314,145	280,793	285,394	289,229	297,990
CALVERT	5,793	11,158	26,774	48,437	68,161	91,108	91,768	36,728	92,699
CAROLINE	10,577	12,787	22,551	26,064	31,938	36,699	36,667	93,222	35,749
CARROLL	24,963	39,140	81,028	116,940	142,307	176,842	177,125	177,603	176,281
CECIL	17,970	25,769	43,127	60,244	76,241	94,305	94,563	95,254	93,408
CHARLES	12,318	22,435	53,680	87,252	105,111	138,672	140,423	141,965	141,107
DORCHESTER	12,818	17,115	23,528	26,966	29,119	31,742	31,672	32,416	32,056
FREDERICK	29,751	46,505	90,443	143,304	179,129	226,529	227,672	230,727	228,442
GARRETT	8,269	10,714	17,958	22,533	28,393	33,303	33,202	33,459	32,942
HARFORD	29,081	55,821	107,857	149,512	192,082	235,366	237,096	236,024	234,421
HOWARD	15,220	35,570	94,302	160,080	216,534	251,713	255,497	258,164	258,498
KENT	7,338	9,811	13,920	16,708	19,426	21,453	21,397	21,651	21,191
MONTGOMERY	144,049	288,672	444,939	584,373	650,261	754,641	752,503	755,353	758,413
PRINCE GEORGE'S	139,873	325,985	460,754	535,132	550,048	626,009	633,920	643,710	640,226
QUEEN ANNE'S	7,387	10,476	21,074	33,114	40,911	53,779	53,938	54,159	53,259
SOMERSET	7,130	9,338	13,654	16,224	17,939	20,570	20,382	20,021	19,495
ST. MARY'S	10,910	18,924	39,582	58,987	76,601	104,488	105,942	108,276	107,802
TALBOT	10,648	14,937	23,037	29,518	34,759	42,116	42,380	42,344	41,680
WASHINGTON	37,634	54,940	85,668	102,692	114,103	136,894	137,204	137,716	135,787
WICOMICO	22,756	33,196	50,312	63,376	73,430	86,553	88,153	87,294	86,735
WORCESTER	11,118	14,726	25,515	36,626	47,720	57,117	56,627	57,767	56,148
COUNTY TOTAL	1,140,495	1,890,314	2,929,728	3,634,542	4,111,015	4,737,336	4,782,657	4,822,378	4,813,421
NO COUNTY LISTED	1,380		938	2,213	2,520	2,455	-	2	-
GRAND TOTAL	1,141,875	1,890,314	2,930,666	3,636,755	4,113,535	4,739,791	4,782,657	4,822,380	4,813,421

MVA STATISTICS

licensed drivers by age

The number of licensed drivers continue to increase at slightly less than 1% a year. In FY13 there were 4.1 million licensed drivers. For several years, the number of under age (under 18) drivers was decreasing. For the last two years that trend has reversed itself.

Below is a breakdown of the number of licensed drivers by age.

Drivers License Age Stratification

AGE	1995	2000	2008	2009	2010	2011	2012	2013
16	21,701	18,226	13,318	12,410	7,393	5,722	6,007	6,717
17	33,767	39,168	39,466	36,795	32,129	27,382	28,066	28,570
Sub-total	55,468	57,394	52,784	49,205	39,522	33,104	34,073	35,287
18	41,161	45,526	53,253	50,749	47,081	42,877	40,383	41,939
19	43,037	49,648	58,922	60,076	56,570	52,571	49,504	48,318
Sub-total	84,198	95,174	112,175	110,825	103,651	95,448	89,887	90,257
Teen Sub-total	139,666	152,568	164,959	160,030	143,173	128,552	123,960	125,544
20	45,900	51,891	62,449	63,485	63,839	59,974	56,708	54,718
21	44,278	50,424	64,272	66,309	66,225	66,091	62,557	60,398
22	48,209	49,931	63,536	65,427	66,236	65,460	65,672	63,251
23	55,251	52,742	66,074	68,165	68,468	68,649	67,725	68,718
24	64,563	54,061	68,204	71,369	71,762	71,299	71,303	71,081
Sub-total	258,201	259,049	324,535	334,755	336,530	331,473	323,965	318,166
25 - 29	344,678	312,851	363,270	376,083	380,409	381,065	379,155	378,731
30 - 34	412,929	373,513	347,504	360,437	368,267	377,074	383,400	390,089
35 - 39	416,337	426,788	387,085	380,632	371,072	358,505	353,678	355,592
40 - 44	378,773	413,565	416,478	407,990	401,910	400,624	394,741	386,022
45 - 49	349,432	370,476	435,445	438,300	436,837	429,469	421,322	410,572
50 - 54	268,418	331,384	397,611	405,784	411,094	418,658	420,726	424,018
55 - 59	201,102	249,507	336,945	343,391	353,650	361,199	370,939	380,668
60 - 64	163,133	180,535	271,308	283,007	294,569	309,493	307,966	313,730
65 - 69	147,115	143,994	189,403	197,736	206,029	212,612	232,748	244,048
70 - 74	122,856	126,067	131,226	134,840	138,632	144,174	152,580	165,330
75 - 79	81,954	98,753	102,926	101,151	101,367	102,831	104,788	109,072
80 - 84	41,141	56,249	74,509	73,069	73,194	73,496	74,498	76,097
85-Over	17,951	27,579	51,579	51,307	53,207	55,086	57,687	62,424
Sub-total	2,945,819	3,111,261	3,505,289	3,553,727	3,590,237	3,624,286	3,654,228	3,696,393
Grand Total	3,343,686	3,522,878	3,994,783	4,048,512	4,069,940	4,084,311	4,102,153	4,140,103

MVA STATISTICS

other services

BUSINESS LICENSING

Business Licensing had a busy year with its standard workflow of licensing transportation related businesses.

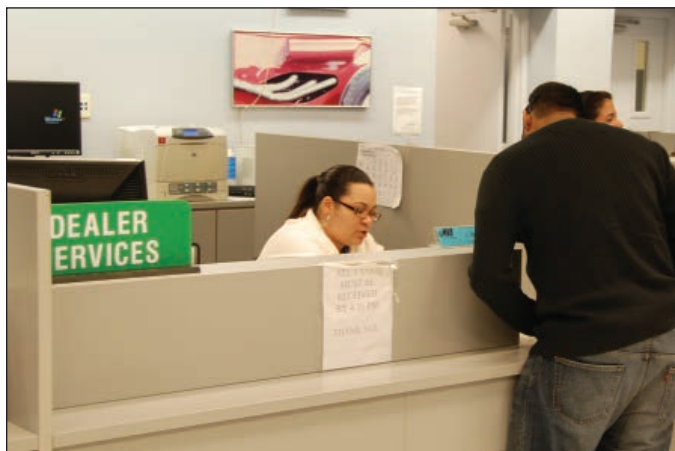
In addition, Business Licensing implemented the Electronic Registration and Titling Workflow system within the ERT Unit. This system manages the auditing of the transactions processed electronically through the vendor software for FY13, including the paperwork associated with each vehicle. The audit is based on various indicators through DIWS, moving this task to an automated function instead of manual.

During FY13 a new format and material for the Print on Demand 60 Day Temporary Registration was implemented. Every dealer in the State is now required to process and print the 60 Day tag on Teflon paper. The tag number prints on a reflective strip that can be read by License Plate Readers.

Also implemented during FY13 was an electronic tag transfer transaction through the ERT vendors, allowing the client to mark a tag as transferred through the tag return process. This will help to eliminate the creation of any new insurance cases.

Business Licensing

	Number of Transactions	
	FY12	FY13
Regulatory Licenses		
Salesman's License	10,186	10,753
New Car Dealer's License	220	205
Used Car Dealer's License	470	484
Motorcycle Dealer's License	35	39
Trailer Dealer's License	116	106
Boat Trailer Dealer's License	22	6
Wrecker's License	24	35
Scrapper Processor's Licenses	25	96
Manufacturer's License	46	50
Distributor's License	20	18
Factory Branch License	-	2
Title Service Agent License	134	177
Wholesale Dealer License	441	463
Driver School Licenses		
Original	54	45
Renewal	171	146
Total Regulatory Licenses	11,964	12,625



INVESTIGATIONS

FY13 was a productive year for Investigations. Of the 6,900 cases that were created, Investigations was able to close 6,628. This represents a 96% closure rate. During FY13, the Legislature passed a new law which expanded the investigators' ability to issue citations with regard to the licensing of businesses and occupations. This will provide the Investigations Unit more flexibility relating to enforcement of MVA regulations.

Investigations - FY13 Activity

	Cases Created	Cases Closed
Special Operations - Fraud	727	704
Business Investigations	1,233	1,344
General Investigations	1,981	1,639
Homeland Security	1,609	1,608
Administrative	1,350	1,333
Total Cases	6,900	6,628
Citations Issued	425	
Subpoenas Processed	5,469	
Administrative Processes	2,963	
Customers Served	46,110	

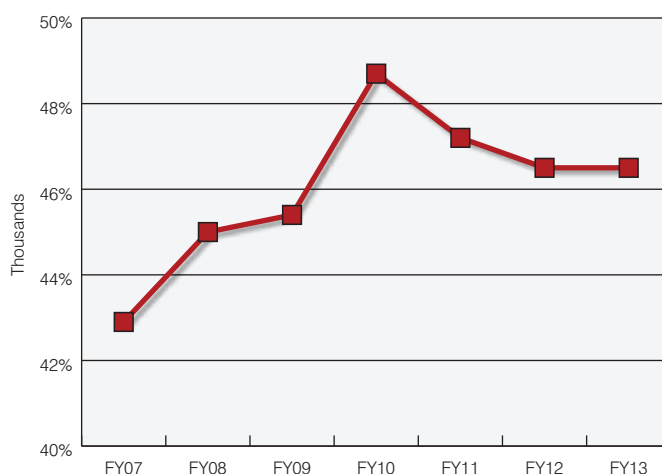
AUDITING

Internal Auditing performs independent evaluations of the adequacy and effectiveness of the MVA's internal controls to provide reasonable assurance that financial information is reliable and assets are properly safeguarded. The division is also responsible for ensuring that entities regulated by the MVA are meeting their responsibilities. In FY13, the division was instrumental in the recovery of estimated taxes and other fees. As a result of dealer, title service, IRP, and car rental audits the MVA was credited with \$251,192 in receivables.

ORGAN DONORS

The MVA is committed to the goals of Donate Life Maryland. As this organization saves lives, the MVA encourages its driver's license and ID card customers to participate and sign-up as donors. In FY11, the MVA reached its maximum participation of 48.7%. Since then the percentage slowly decreased through FY13. In both FY12 and FY13 the participation percentage was 46.5% for both years.

Percent Organ Donors



Percent Organ Donors

FY07	42.9%
FY08	45.0%
FY09	45.4%
FY10	48.7%
FY11	47.2%
FY12	46.5%
FY13	46.5%



DRIVING MARYLAND TOWARD ZERO DEATHS



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